

# THE LONG HAUL

Volume 1, Issue 4

July 2006

## Upcoming Events

**July 4**

Independence Day

**July 11**

405<sup>th</sup> Awards Ceremony

**July 12**

Battle of the Boyne (U.K.)

**July 13**

405<sup>th</sup> Commander's Conference

**July 16**

405<sup>th</sup> Organization Day

**July 28**

Stryker Battalion Standup Ceremony  
(Vilseck)

**July 29**

USAREUR Adjutant  
General's Corps Ball

## Leadership Changes at AFSB-LI

*Army Field Support Battalion-Livorno*

*hosts change of command ceremony*



*Incoming AFSB-LI Commander LTC Harvey Robinson began his first European assignment on June 27.*

**Lt. Col. Harvey Robinson** accepted command of the Army Field Support Battalion—Livorno (AFSB-LI) from outgoing commander LTC Mitch Wilson in a change of command ceremony held at Camp Darby, Italy, on June 27. **Col. Xavier P. Lobeto**, 405<sup>th</sup> AFSB Commander, presided over the ceremony.

During the ceremony, Col. Lobeto noted the long ceremonial tradition of the military.

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Suggestions? Comments?  
Call S-5 at 375-5022 or email  
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afsbeurope.army.mil

"Today, we are here to bid farewell to one outstanding Army officer and Soldier and welcome another. This is a bitter-sweet task within the traditional framework of the change of command—a military ceremony that is intended to remind us of the continuity of the Army's leadership, of how past generations built the great Army we have today, and of how future generations of Soldiers are always ready to take the flag when called," Col. Lobeto said during his speech to the audience of American military personnel and their families, Italian national employees and various Italian guests of honor.

*Continued on Page 3*

# OPINION



**Col. Xavier P. Lobeto**  
**405th AFSB Commander**

***“Even in shifting environments, we must maintain situational awareness.”***

This week, I presided over a change of command ceremony. This military ceremony is one of the many long-standing traditions of the Army. These traditions help keep the Army stable and secure—grounded in its history and rituals—even in times of seemingly overwhelming change.

The success of the Army lies in many things, but an important and simple reason for that success is the smooth and uninterrupted continuance of the Army mission, even as commanders come and go. The change of command ceremony is indicative of the long history the Army has with change. The commanders vary, but the ceremony itself, still carried out in much the same way as it has been for years, is symbolic of the continuity of the Army’s leadership. The straightforward passing of a flag between officers communicates a military custom that speaks volumes.

The leaders may change, but the mission remains the same, and it is that consistency of focus, combined with previous generations building the great Army that we have today, and the dedication of our current workforce, American and international, that convinces

me that future generations of Soldiers and civilians will always take the flag when called.

We have begun to implement global restructuring and European Transformation. The sheer volume of the mission at times seems vast, but by focusing on our daily tasks to implement these changes, we will succeed, and as a leader, I will keep you on the right path during these uncertain times. That we are leading the way in European Transformation and doing it well is a tribute to the Soldiers and civilians of this brigade.

Even in shifting environments, we must maintain situational awareness, both at work and away. We are in the midst of the Army’s 101 Critical Days of Summer safety campaign plan. Summer activities are fraught with the opportunity for injury. Swimming, boating, fishing, barbecuing, fireworks and other traditional summer festivities are enjoyable activities that could result in accidents. I urge you to remain vigilant as you pursue warm weather enjoyments and to exercise caution in your activities.



**CSM Paul Baxter, Jr.**  
**405th AFSB CSM**

Continuity of leadership, particularly during times of change, is an integral component contributing to the completion of the Army mission. The revolving door of commanders and Soldiers is grounded by the dedicated civilians, both American and international, who also diligently serve.

These days, with the winds of change blowing steadily and sometimes severely, this leadership continuum is even more important as military leaders define our paths in the midst of a seemingly confusing future. I am particularly proud to be part of the leadership of this brigade. Our efforts to implement global restructuring and European

transformation in support of both Army and Department of Defense initiatives is incredibly important, and I am honored to be helping.

Although change is always difficult and even frightening, change keeps the Army the fluid and dynamic organization that it has been since its inception. I believe that fluidity is one of the primary reasons the Army is one of the most successful and respected military organizations in the world.

As we continue down this path, I encourage all to lean on their leaders and seek guidance whenever needed. I am always here if you need me.



# NEWS

## Livorno Change of Command *(continued from front page)*

Lt. Col. Robinson reports to duty at Livorno from the Defense Logistics Agency at Fort Belvoir, Va., where he served as the Director of the Law Enforcement Support Office, which is responsible for issuing excess Department of Defense equipment to federal, state and local law enforcement agencies.

During the ceremony, Lt. Col. Robinson addressed the Camp Darby community in his first official act as incoming commander.

"I'm proud to stand in front of you to take command of this great unit," Robinson declared. "We are a Nation at war, and our mission is to provide quality equipment to support the Warfighter.

Col. Lobeto also emphasized his gratitude to the Italian workforce who support the Army mission in Italy.

"(The AFSB-LI) mission takes courage and commitment, and it demonstrates how dedicated the people of the battalion are to that mission," he said. "I am proud of all of you and very grateful for all that you have done, and all that you continue to do."

AFSB-LI is responsible for receiving, maintaining, storing and issuing Army Prepositioned Stocks. It also restores to working condition equipment which has been deployed to Iraq or Afghanistan as needed to support military operations.



**Lt. Col. Harvey Robinson** (right) accepts command of the Army Field Support Battalion—Livorno from **Col. Xavier P. Lobeto**, Commander of the 405<sup>th</sup> Army Field Support Brigade. *Photo courtesy of Chiara Matti-  
rolo, Installation Management  
Agency Public Affairs Officer, Camp  
Darby, Italy*



**Lt. Col. Harvey Robinson**, his wife **Astrid**, and his children **Mariah** and **Devin** cut the cake welcoming him to his assignment at Camp Darby during a reception after the change of command ceremony. *Photo courtesy of Chiara Mat-  
tirolo, Installation Management Agency  
Public Affairs Officer, Camp Darby, Italy*

# NEWS



## Congressional

The **White House** has **threatened to veto** the House of Representatives **2007 Defense Appropriations Bill** if it is passed by the Senate. The bill provides billions less than President Bush's request.

The **Senate** voted 96—0 to **approve the Defense Authorization bill** after approving several amendments targeting earmarks and "wasteful" spending. Senator Tom Coburn (Republican, Okla.) gained support for the two amendments. They seek to restrict contractor performance awards and reduce defense earmarks.

The **Fiscal Year 2007 Defense Authorization bill was passed**. It would authorize **\$517.7B for defense programs**, including an additional \$50B for additional "bridge" funding for the **wars in Afghanistan and Iraq**. Other allocations are \$85.7B (procurement), \$112B (military personnel), \$74.2B (research and development), \$15.7B (atomic energy defense activities), and \$13B (military construction). The bill would also **ban** the production of the first five **F-35 Joint Strike Fighters** and make the **head of the National Guard Bureau a four-star general**. Congress also included an amendment that would require the White House to include funding for the wars in Afghanistan and Iraq in its annual budget proposal, possibly eliminating future budget supplemental necessities.



## A Message from **GEN Peter J. Schoomaker** **Chief of Staff, U.S. Army**

As you are likely aware, the Department of Veterans Affairs (VA) recently lost a computer drive with the identifying information (names, social security numbers and dates of birth) of as many as 20 million veterans. We now know that many active and reserve servicemembers may be affected. Although there is no evidence that the data has been used illegally, all Soldiers should be extra vigilant with regard to their financial well-being.

You should closely monitor your personal financial affairs while the DoD, VA and the Military Services work in earnest to determine the details and impacts of the compromise. We ask that you carefully monitor your bank accounts, credit card accounts and any other financial accounts for suspicious activity. For more information on how to protect yourself, contact DoD's Military One Source at [www.militaryonesource.com](http://www.militaryonesource.com) or 1-800-342-9647.

The Army will work to keep you informed and ensure that you are aware of the resources available to help deal with this issue.

**Michael Donley, Department of Defense (DoD) Senior Privacy Official**, issued a letter regarding the recent loss and compromise of personal information. The most recent compromise resulted when a career Department of Veterans Affairs data analyst took personal data home, a direct violation of department policies.

The regulations governing this protection date back to the Privacy Act of 1974. Under the directives, the DoD must protect the security and confidentiality of the personal information, is forbidden from releasing the information without law or regulation exception, and report any violation of this act.

The DoD has reaffirmed its commitment to protect the privacy and information of all employees.



# NEWS



## Congressional

The Senate voted 13—86 to **reject** an amendment proposed by Senator John Kerry (Democrat, Mass.) calling for a **withdrawal of U.S. forces from Iraq by July 1, 2007**. Senator Carl Levin (Democrat, Mich.) proposed an amendment calling for a phased withdrawal of troops to begin this year. That proposal was also defeated.

Major Provisions of the **Senate Defense Authorization Bill: \$50B for war spending** for the first part of Fiscal Year 2007, **2.2 percent basic raise for military personnel** (equal to the White House request), **end strength of 512,400 in the active Army** (30,000 more than the White House request), **end strength of 350,000 in the Army National Guard** (17,100 more than the White House request), and **\$3.7B for Future Combat Systems** (equal to the White House request).

The **House of Representatives Veteran's Affairs Committee** Subcommittee on Disability Assistance and Memorial Affairs approved HR 4843. The bill would **increase compensation for veterans** with service-related disabilities and for some **veteran's survivors** based on cost-of-living adjustments.

## AFSB-LU Gets Tracked Vehicles in Tip-Top Shape



*A M-88 in its arrival condition.*

The Army Field Support Battalion-Luxembourg (AFSB-LU) continues its retrograde work even as it prepares to close its facilities. The site is working to prepare 22 tracked Recovery Vehicles for return to the U.S.

Each piece of equipment that is retrograded to the U.S. must be meticulously cleaned using high pressure steam cleaning to remove all contamination from oil and bugs.

Bugs in particular pose a serious threat to the U.S. Imported pests could be a serious risk to forests or agricultural crops as some pests, including the gypsy moth, do not have natural enemies in the U.S.

On some equipment, limited disassembly is required to access all areas of possible contamination and to facilitate the cleaning effort.

The U.S. Department of Agriculture prescribes stringent standards that are enforced by U.S. customs. AFSB-LU is responsible for making sure all out-bound equipment retrograded at the facility meets those standards. *Special thanks to Marco Holtzem for his assistance.*



*A M-88 in its departure condition.*

# NEWS



## Congressional

The House of Representatives voted 408—0, passing House Resolution 4843. The resolution **increases veterans' and survivors' benefits** by the same cost-of-living adjustment payable to Social Security recipients.



We are in the middle of the Army's 101 Critical Days of Summer, a time when all military installations focus on the safety of Soldiers and civilians. The Army Combat Readiness Center's website has been designed to focus on 101 Critical Days of Summer information. You can access the campaign information at <https://crc.army.mil/Guidance/detail.asp?iData=300&iCat=122&iChannel=15&nChannel=Guidance>.



## Vehicle Registration to Increase July 1

*Courtesy of USAREUR Public Affairs Office*

U.S. Army, Europe (USAREUR) officials announced that as of July 1, the vehicle registration fee for U.S. forces stationed in Germany will increase from \$15 to \$30.

The USAREUR vehicle registry is a non-appropriated fund activity that does not generate a profit, but must recover operational costs to break even.

The change is prompted by the ongoing conversion to German license plates. These cost the fund \$30 each, but provide increased safety through decreased visibility for U.S. forces personnel and their families.

Fees are occasionally adjusted as necessary to ensure the fund remains solvent. Currently, \$20 is the break-even cost of license plates. Increasing the fee will allow purchase of the new German plates and, as quickly as possible, their issue in all U.S. forces garrisons in Germany.

The most recent fee adjustment was in January 2002, when registration cost dropped from \$20 to \$15. The fee had been increased two years earlier to

cover the cost of the "look-alike" plates that resembled, but were not identical to, German license plates. When the fees exceeded the costs, the fee was lowered.

The conversion to German plates involves coordination with host nation authorities in each German county or city that issues plates to a U.S. forces garrison. Because some German offices did not have plates or numbers readily available, vehicle registry extended the conversion period by 24 to 36 months. The conversion was initially set to conclude in December of 2007.

USAREUR has issued German plates in some locations since February. Other locations will be added as the plates become available.

German license plates indicate their place of issue. For U.S. drivers, the location of their assigned garrison, not their home address, determines which locality appears on the plate.

For more information, contact your local vehicle registry office.

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# NEWS

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## ***WELCOME TO EUROPE, LT. COL. HARVEY ROBINSON***



Lt. Col. Harvey R. Robinson, a native of Cartersville, Ga., was commissioned as a second lieutenant in the Infantry in December of 1986. He branch transferred to the Quartermaster Corps in 1990.

He has served in a variety of leadership and staff assignments. His initial assignment was in the 1<sup>st</sup> of the 8<sup>th</sup> Infantry, 4<sup>th</sup> Infantry Division at Fort Carson, Colo., from 1987 until 1990. At Fort Carson, he served in a variety of positions, including Assistant Battalion S-3, Platoon Leader, Company Executive Officer and Assistant Brigade S-4. Upon completion of the Quartermaster Officer Advanced Course, Robinson was stationed in Korea and served as the Deputy Installation Commander at Camp Eagle and the HHC Commander at Camp Long. He then served at Fort Hood, Tex., as the Brigade S-4 for the 3<sup>rd</sup> Personnel Group. In 1995, he was assigned to the 13<sup>th</sup> COSCOM, 544<sup>th</sup> Maintenance Battalion and served as a Battalion Supply Officer. He later served as the Chief of Supply and Services in the 64<sup>th</sup> Corps Support Group.

In 1997, Robinson reported to USARPAC in Hawaii and served as a Logistics Staff and Plans Officer. He was reassigned to the 25<sup>th</sup> Infantry Division and served as a DISCOM Support Operations Officer and Forward Support Battalion Support Operations Officer. Upon completion of the Command and General Staff College, Robinson was assigned to the Pentagon and served as a Logistics Staff Officer in the Army Operation Center, Assistant Executive Officer to the Army G-4 and Executive Officer to the Army Deputy G-4. His most recent assignment was at the Defense Logistics Agency at Fort Belvoir, Va., where he served as the Director of the Law Enforcement Support Office where he was responsible for managing the program that issued excess Department of Defense equipment to federal, state and local law enforcement agencies.

Robinson holds a Bachelor's of Science in Business from Jacksonville State University and a Master's of Administrations from Central Michigan University. His military education includes the Infantry Officer Basic Course, Quartermaster Officer Advanced Course, Petroleum Officer Course, Combined Arms and Service Staff School, Armed Forces Management Course and the U.S Army Command and General Staff College.

His military decorations include the Defense Meritorious Service Medal, the Meritorious Service Medal with two oak leaf clusters, the Army Commendation medal with three oak leaf clusters, the Army Achievement Medal with four oak leaf clusters, and the Humanitarian Service Medal.



# Auf Wiedersehen & Accolades



**John Stokes** (right) is departing the 405<sup>th</sup> AFSB for a new assignment as the TACOM SCR in Seoul, Korea. On June 22, the brigade hosted a luncheon for him during which **Tommy Lane**, AFSB Deputy to the Commander, presented him with a gift from the brigade—a print of the Heidelberg castle. Stokes received the Superior Civilian Service Award for “consistently demonstrating outstanding ability, effectiveness and professionalism in the performance of (his) duties.” The citation was signed by **MG Jerome Johnson**, Commander, ASC.



LAO Chief **Pat Papalia** received the Commander’s Award for Civilian Service from **Tommy Lane**. He was commended for his service as the acting chief of the 1<sup>st</sup> Infantry Division Logistics Assistance Office, during which he demonstrated “ability, effectiveness and professionalism.”



**Deberah Mulkey** received a length of service recognition for 25 years of service from **COL Xavier P. Lobeto**, Commander, 405<sup>th</sup> AFSB. She will be leaving the brigade for a new position at the Pentagon in Washington, D.C.

**Patrick Breur** received the Commander’s Award for Civilian Service for his “exemplary service” and demonstrating “professional ability” and “keen foresight.”

**Bob Lessard** received the Commander’s Award for Civilian Service for his “hard work, commitment to mission accomplishment and dedication to duty.”

## Fond Farewells

**Bob Lessard, S-6**

**Lizzy Mayfield, AFSB CECOM**

**Theo van Hedel, Army Field Support Battalion-Eygelshoven**

**Colin Roper, Army Field Support Battalion-Hythe**

## Welcome Aboard

**David Thune, S-8**

**Daniel “D.J.” Lopez, S-8**

**Dustin Huebner, Summer Hire**

**Ta’Keva Hudson, Summer Hire**

**Thomas Witt, Summer Hire**

**Robert Washington, Summer Hire**



# Accolades and Welcome Aboard!



**Mary Ellen Feldcamp** received the Commander's Award for Civilian Service from COL Xavier P. Lobeto, Commander, 405<sup>th</sup> Army Field Support Brigade, for her "tireless efforts (that) ensured uninterrupted personnel and finance support of AMC employees throughout Europe." Furthermore, her tasks were "critical to the brigade mission and the management of scarce government resources." She accepted a new position at the USAREUR G-8 Manpower Office.



**MSG Alfred Garrett** is retiring from active duty on Oct. 1, 2006, after 21 years of service. During his retirement ceremony, MSG Garrett received the Legion of Merit from **GEN Benjamin Griffin**, Commander of the U.S. Army Materiel Command, for serving with pride and distinction during 21 years of patriotic duty. He also received a retirement flag, an Army lapel pin, and certificates of appreciation from **GEN Peter J. Schoomaker** and **President George W. Bush**. His wife **Corinna** (with s on Niklas and MSG Garret above) received a certificate of appreciation from GEN Schoomaker and flowers from MSG Garrett. "I can't explain how gratifying it is (to be a Soldier)," Garrett said. "I've been to war four times and have seen a lot. The U.S. Army is the best in the world." **BG Jerry De La Cruz**, Commander of 3rd COSCOM/V Corps Rear and guest speaker at the ceremony, told the retirees, "You leave the Army better than you found it."



**Clyde "Gene" James** received the Superior Civilian Service Award. He was commended by **MG Jerome Johnson**, Commander, ASC, for demonstrating "outstanding ability, effectiveness, and professionalism" in the performance of his duties. He has accepted a new position with the Installation Management Agency.

## THE LONG HAUL

### COMMANDER & PUBLISHING AUTHORITY

*Col. Xavier P. Lobeto*

### PUBLIC AFFAIRS OFFICER & EDITOR

*Jennifer L. King*

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# NEWS



## Lean Six Sigma Explained

By Beth E. Musselman, U.S. Army Materiel Command Public Affairs Office

Lean Six Sigma is the new buzz phrase in the Army. You probably hear it referenced every day in meetings, briefings and general conversation. But do you know what LSS is? Do you know the principles and concepts behind it? Do you know how it is changing the Army? Do you know how it will affect you in the near future?

Although LSS is new to the Army, the philosophies behind it have been around for some time. To understand the evolving concept of LSS, it's best to know how it began.

### Lean

The origins of the Lean philosophy are usually traced back to Toyota in the 1950s. However, arguments can be made that other individuals, including Henry Ford, played significant roles in its development. In its simplest form, Lean aims to identify and eliminate waste in order to increase speed and flow. To 'lean' a process is to identify and layout each step required from start to finish, identify the critical steps, and deleting those not required or nonessential.

Although it is an improvement tool, Lean is not without its problems. Cause and effect analysis is imperative in determining what steps are essential in producing the best product and what steps produce a substandard product.

In its pure form, Lean does not use cause and effect analysis as needed; rather it is more concentrated on speed, flow and elimination of waste.

### Six Sigma

Its roots in the civilian world, most experts agree that the Six Sigma concept began at Motorola in the 1970s as an approach to improve quality and effectiveness through statistical control. Six Sigma can be defined as precision followed by accuracy, leading to data-driven decisions.

In layman terms, Six Sigma is designed to identify and eliminate variance (making the system more precise), moving it closer to its target (making the system more accurate), and then basing future decisions on the resulting data (data-driven decisions). In its mathematical terms, Six Sigma is achieved when a process produces less than 3.4 defects per million opportunities. Six Sigma is the highest level of Sigma. However, Six Sigma pure also has its downside. Six Sigma continues to make a process more precise and more accurate until it is close to perfection. Since decisions are data driven rather than speed driven, time is of-

ten not factored in and therefore lost.

### Lean Six Sigma

According to Rod Tozzi, HQAMC Lean Six Sigma senior master black belt, the first signs of a merger between Lean and Six Sigma were in the mid 1990s when several books combined the two philosophies; although, the joined concepts were not yet referred to as Lean Six Sigma.

Today, most major corporations utilize LSS rather than the individual philosophies. As a hybrid, LSS is able to go a step further than the preceding philosophies could. Unlike Lean or Six Sigma, LSS accepts a measure of risk and asks how to mitigate that risk. Through analysis of the process, LSS is able to track every step of the process and determine when and where it goes askew before it is complete and results in an unacceptable product.

"One of the key tenants of Lean Six Sigma is to reinforce success and abandon failure," Tozzi said. According to Tozzi, accepting that measured risk of failure allows losses to be cut and resources moved to a more efficient use.

Another benefit of LSS is the ability to determine the appropriate balance between quality and cost. For example, the high cost associated with high quality in aircraft maintenance is necessary. Airlines recognize the importance of precision and accuracy in this process and spend the required time and money. On the other hand, airline companies do not spend the time and money to guarantee that same level of precision in their baggage handling process. It would be a waste of resources to perfect the baggage handling process to such a precise target.

### Lean Six Sigma and the Army

Six Sigma first made its Army debut with Army Materiel Command. Then commanding general, Gen. Johnny Wilson sent the first HQAMC team to Six Sigma training in 1998. Lean was officially stood up in 2002 by then AMC commanding general, Gen. Paul Kern in response to the need to better support our warfighters serving in the Global War on Terrorism. Kern subsequently directed a transition to LSS in late 2003. LSS allows AMC to increase the number of vehicles and systems repaired, improve delivery times, and reduce repair cycles - while decreasing costs. Now in its third year of full implementation, LSS achieved \$110 million in savings in 2005.

*Continued on Next Page*



# NEWS



## Lean Six Sigma Explained

*Continued from Page 10*

"We are turning things around faster for the warfighter," said Gen. Benjamin Griffin, AMC commanding general. "This is showing significant savings and improvement wherever it has been implemented."

LSS can best be seen in AMC's depots, arsenals, and ammunition plants. The concept has provided for significant reductions in wasted time and funds.

Corpus Christi Army Depot, Texas, used LSS to reevaluate the T700 engine, used in the Blackhawk helicopter, product line. Once implemented, LSS reduced the overhaul cycle time from over 300 hours to a mere 81 hours, reduced production time from 261 days to 100, and increased efficiency by 83 percent. But perhaps most impressive was the reduction in time between replacement, from 300 hours to over 1400 - tripling the lifespan of the T700 engine.

Anniston Army Depot, Ala., utilized LSS to reduce repair cycle times in the M992 Field Artillery Ammunition Supply Vehicle, M88 Recovery Vehicle, and Abrams Tank by 20 percent, 37 percent and 10 percent respectively. In addition, they increased the production capacity of the M-2 .50-Caliber Machine Gun from 50 to 1,000 per month. In 2005, these efforts saved over \$7.6 million for their customers.

At Pine Bluff Arsenal, Ark., employees working on the M45 CB Mask Program had an unorganized work environment and were producing more defects than desired. By applying LSS techniques, PBA was able to reduce lead time from 30 hours per mask to 30 minutes, a 98 percent improvement. Quality also improved by an impressive 90 percent. These advances lead to a 25 percent increase in production, 100 units per day are now being produced versus the 80 before LSS.

In July 2005, Gen. Peter Schoomaker, U.S. Army chief of staff, sent a letter to each Army command requesting an assessment be made of processes that would benefit from business transformation. More than 230 processes were nominated.

In March, Secretary of the Army Francis J. Harvey issued a deployment order requiring LSS be implemented Army-wide. LSS business transformation principles are expected to free up resources for the operational Army and ensure quicker delivery times to Soldiers in the field.

At a Pentagon press briefing Harvey said, "It's essentially to take the work out of a process and to apply it both to a factory-type operation or repair, and also to a headquarters operation, like the Department of Army."

Once again, AMC is on the forefront of LSS implementation at the headquarters level:

AMC's Research, Development and Engineering Command, Md., applied LSS to identify the root cause of a high level of material waste during the production of the M734A1 multi-option fuse used in mortars. RDECOM identified the problem resulting in \$50,000 per month in savings, while reducing the risk of potential systems failure in the field.

The U.S. Army Security Assistance Command, Va., has shown LSS is not just for manufacturing. Since 2004, USA-SAC has used LSS to improve the processes involved in foreign military sales. The results reduced lead times by 25 percent, improved the quality of the processes, and cut administration costs by \$3.2 million.

### Lean Six Sigma and You

With the LSS philosophy spreading throughout the Army, it is sure to become the standard. With that in mind, here's how one can be on the forefront of Army transformation:

### Attend an LSS familiarization course

This three- to four-hour class offers newcomers the basics LSS. Teaching methods and principles, the familiarization course is recommended for everyone.

### Become certified

Processes and procedures altered through LSS were done so through certification projects. Personnel interested in making a change are encouraged to become LSS certified. Currently, LSS training and certification is being held at the headquarters levels, although that is likely to change as it spreads through the Army, says George Terrell, HQAMC master black belt candidate.

According to Terrell, LSS has three levels of certification: The first level is green belt certification. This one week training course is an in-depth familiarization with LSS tools and methods. It goes into more detail than the familiarization course, but doesn't require the statistical knowledge of the more advanced certifications. Master black belts instruct the course.

*Continued on Next Page*

# NEWS



*Continued from Page 11*

Once green belt certified, students may choose to advance to the black belt course. Requiring approximately six weeks of commitment, this program of instruction is much more intensive. Students work with their supervisor to select a process that can be more efficient, and develop recommendations based on the application of LSS tools and techniques. These projects result in the impressive improvements and cost savings attributed to the LSS program. HQAMC currently employs six black belts.

At this point, students have dedicated between five and eight months to training and are now ready to move on to the highest level of certification, master black belt. As a master black belt candidate, trainees are required to mentor at least two black belt students as they are working on their projects. The main role of a master black belt is to train, educate, mentor others in the program, and deploy LSS throughout the organization.

This exclusive level of expertise will require at least one more year of training and teaching and includes courses in ethics, creative problem solving, deployment planning and instructor certification. To complete the program, master black belt candidates must instruct green and black belt courses.

At this time, Tozzi is the only HQAMC master black belt, and four candidates are in training. Throughout AMC subordinate commands, seven students are currently pursuing their certification.

"Headquarters AMC has trained almost 200 people since it began its green belt, black belt, and master black belt programs in Lean Six Sigma in November 2004," said Ron Davis, AMC deputy chief of staff for Industrial Operations.

According to Terrell, LSS certification is an invaluable tool. "If you become certified, even at the green belt level, you possess tools and can apply techniques that no one else has."

With the implementation of Lean Six Sigma, the way the Army does business is soon to change. LSS not only provides monetary savings and waste reduction, most importantly it provides Soldiers a better product quicker. For further information about training opportunities near you, contact your local Lean Six Sigma office or visit [www.amc.army.mil/lean](http://www.amc.army.mil/lean).

## Sincere Apologies

In the June issue of *The Long Haul*, Kenneth Hagie was identified as "Kenneth Haggie." Roy Foots was also identified as "Ray Foots." *The Long Haul* regrets the errors.



## Celebrate Independence Day Safely

Fireworks are popular during the Fourth of July holiday, and sparklers are among children's favorites. Over 50 percent of sparkler-related injuries happen to children under the age of 14, so it's important for parents to safely supervise the activities of their children when sparklers are present.

### Tips for Using Sparklers Safely :

- \*Read and follow instructions on the label.
- \*Have an adult present to supervise.
- \*Keep burning sparklers away from clothing and flammable objects.
- \*Only use sparklers outdoors, away from buildings and vehicles.
- \*Light only one sparkler at a time.
- \*Alcohol, fireworks and sparklers do not mix.
- \*Do not point or throw sparklers at another person.
- \*Children under the age of 12 should not handle sparklers.
- \*When finished, place used sparklers in a bucket of water.



## HAVE A HAPPY AND SAFE FOURTH OF JULY HOLIDAY!